

BAHIP PORTFOLIO



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Non-Profit Housing Association of Northern California (NPH) Bay Area Housing
Internship Program (BAHIP)

Host Agency- Mercy Housing California 2022-2023

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BAHIP Program Summary

The Non-Profit Association of Northern California (NPH)'s Bay Area Housing Internship Program (BAHIP) is a one-year paid internship designed to recruit, and train housing development professionals who enhance inclusion and racial equity at leading nonprofit housing development organizations in the Bay Area. Interns are placed at host agencies- leading nonprofit affordable housing developers- for a one-year paid internship to learn the basics of affordable housing real estate development through building competencies in financial proformas, loan closing, leadership skills, design and project approval process, and development financing. Interns will learn what it takes to create affordable homes in sustainable communities, and specifically learn the intricacies of developing and rehabilitating single-family homes or multifamily housing complexes from concept inception to construction completion for low-income and ethnically diverse communities following a real estate development process. In addition, interns will further develop their leadership skills through the program's supplemental activities throughout the year.



Figure 1BAHIP Cohort 5 first meeting

Mercy Housing California

Mercy Housing California (MHC) The mission of Mercy Housing California (MHC), is to create stable, vibrant, and healthy communities by developing, financing, and operating affordable, program-enriched housing for families, seniors and people with special needs who lack the economic resources to access quality, safe housing opportunities. Throughout the state, MHC has successfully completed development of 10,389 affordable rental units. Of the rental housing developed, approximately 52% has been for families, 32% for seniors, and 16% supportive housing. MHC has developed over 50 properties in the Bay Area over the past 35 years. Many of these properties were the result of strong affordable housing expertise, commitment & perseverance to combine unique financing sources to create innovative housing models as well as thoughtful community engagement strategies.



Figure 2 Groundbreaking event for Treasure Island Star view Court

About Me

Originating from Norfolk, Virginia, I migrated to the west coast in the year of 2015. Although I come from young parents it was more of a blessing as it gave me grandparents, cousins, aunts, and uncles along with a strong community. With these foundational experiences as my first understanding of the world, I can see the necessitates of having a community. Not just bodies but the mentality of a unified community along with the infrastructure and polices needed for a healthy community to sustain life and promote growth in all facets of the human experience.

Upon completion of my last semester (Fall 2022) at San Francisco State University, with a B.A. in Sociology and a Minor in Urban Studies & Planning. I knew that I wanted to focus my attention in bridging the idea of “sustainability”, meaning that our built environment should work with and for us and not the other way around. At the time I had no idea what affordable housing was, or that it even existed, nor its definition. But after walking into the Mercy Housing California office and speaking with the president, Doug Shoemaker, I knew that this is the industry of thought and life I would like to move forward. After our initial visit, MHC decided to invest in me and introduced me to the BAHIP program where I could grow my understanding of the industry as well as my community/peer network. I feel as though our urban areas have a lot of room for improvements as well as our smaller towns, I see these faults stemming from the lack of inclusion. I see a future where the suburbia areas are not segregated enclaves of homes, I see the new suburbia evolving into futuristic towns built on environmentally friendly practices leading the world in innovation of ALL facets of the human experience.

Project Overview



Parcel E1.2, located on Treasure Island, is a 1.3 acre site that sits in District 6 of San Francisco. The Behavioral Health building will comprise approximately half of a to be determined SF of the 1.3 acre site area. Mercy will develop a separately financed and built Senior housing building on the remaining part of the site (the site will be subdivided) on a separate schedule. The land is owned by the Treasure Island Development Authority (TIDA). Parcel E1.2 is currently a vacant lot that has been fully remediated and the soil improvement program to be performed by the master developer has begun.

Treasure Island provides scenic views of San Francisco and the Bay Bridge. Directly East to the site is the Treasure Island Marina and shoreline. Fifty yards away

sits Building One, a Streamline Moderna-styled remnant of the World's Fair and is one of the few buildings remaining from the exposition, which housed the Treasure Island Museum from 1976 to 1997

Treasure Island is an artificial island in the San Francisco Bay between San Francisco and Oakland. It is connected by a small isthmus to Yerba Buena Island. It was created in 1936 - 1937 for the Golden Gate International Exposition of fill dredged from the bay. Afterwards Treasure Island was converted into a Naval base serving the United States military for 50 years (1942-1997). The island was then transitioned to the city and county of San Francisco for development. Almost a hundred years ago it was a public gathering place for people to learn about each other and learn about the world. Treasure Island is undergoing redevelopment of the former Naval Station into a new master planned, mixed income development of 8,000 new homes with at least 27% affordable, new streets and infrastructure, various transit upgrades which include a ferry, shuttle, and bicycle network, as well as community retail, hotels, offices, and open space.

Treasure Island Behavioral Health Building

The proposed development is currently anticipated to include 242 Residential Step-Down beds, with some element of those beds being licensed residential treatment beds and to also include a ground floor outpatient clinic. Residential Step-Down residential services (RSD) provide recovery residence/sober living housing plus supportive services for individuals recovering from substance use disorders.

Project involvement

- ❖ Drafted narratives for procuring contractors
- ❖ Assisted with procuring funds for the project through the CCE application
- ❖ Completed draws and processed invoice within the project budget

- ❖ Participated in Owner Architect Contractor (OAC) weekly meetings

Financing Structure

\$ San Francisco Department of Health

\$ Community Care Expansion Program

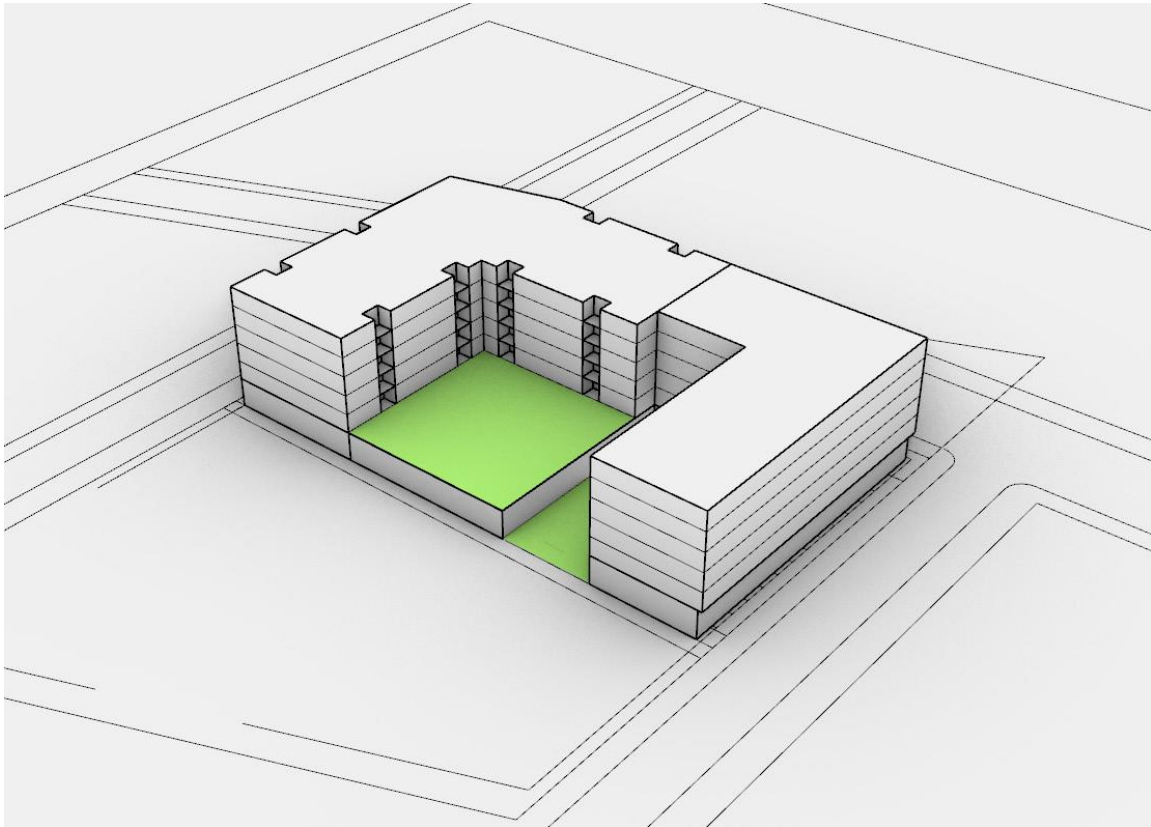


Figure 3 Behavioral Health Building Rendering not final design

Treasure Island senior building

The proposed new senior building is envisioned to be a six story, midrise, Type I building comprising of 100 affordable residential units for seniors. Unit mix is likely to be 100% 1-bedrooms. The building will host community spaces for residents, and ground floor property management and services. The property management company is a Mercy Housing California affiliate, Mercy Housing

Management Group, a housing and services provider specializing in senior services.

Project involvement

- ❖ Supported general project management, including document execution and file organization
- ❖ Assisted with procuring funds for the project through the HUD 202 application
- ❖ Conducted monthly predevelopment financing draws
- ❖ Scored and reviewed contractors to bridge together a team for project completion

Financing structure

\$ HUD 202 - type of senior section 8 subsidy

\$ Multifamily Housing Program



Figure 4 Senior Building test fit not final design

Financial Proforma Competency

Treasure Island Parcel E1.2

Treasure Island Parcel E1.2 is a two building developing site, to contribute to the 8,000 new homes on the island. One half of the site being a 100 unit senior building while the other half of the site is a Health building in partnership with San Francisco Department of Health designed to rehabilitate people. Expected construction start is January 2024.

Under the supervision of my supervisor, Evelyn Perdomo, I was able to explore the Mercy Proforma and experiment with two(2) different financial scenarios and constraints. At Mercy, I was able to understand what the line items Sources and Uses meant and how they are filled as well as their role is in our work as developers. Outside of my financial trainings with BAHIP, I attended internal Mercy proforma trainings with the entire MHC development team. With my supervisor, I help tailor the Unit Mix tab to the most optimal outcome, updated the Development Budget, and worked to update project assumptions and sources.

Predevel. Acquisitio Construct Permanen	ITEM	TOTAL PROJECT COST	Expansion Beds = assume 30% of total cost?	Replacement Beds = assume 70% of total costs?	Outpatient clinic -	CCE Budget
	ACQUISITION					
	GRAND TOTAL - Construction / Syndication	\$71.85	\$21,556,755	\$50,299,095		\$92,994,131
	From CCE application					\$92,979,136
	Diff					\$14,995
	TDC/bed	\$ 296,925.00				
	Hard Cost Available	\$ 58,438,950.46				
	Total Soft Costs	\$10,171,050				
	Total Developer Fees	\$1,390,000				
	TDC	\$ 70,000,000.00				
	Sources					

Development Finance Application Competency

Treasure island Behavioral health building

In my time with Mercy I was able to work on Predevelopment invoices and draws which built my understanding of the correlation between project funding and the direction of construction. Working underneath my supervisor and a team, we were able to obtain \$9.5 million dollars through the Community Care Expansion program. This hands on experience furthered my knowledge in the correlation between project funding and the direction of construction.

Treasure island senior building

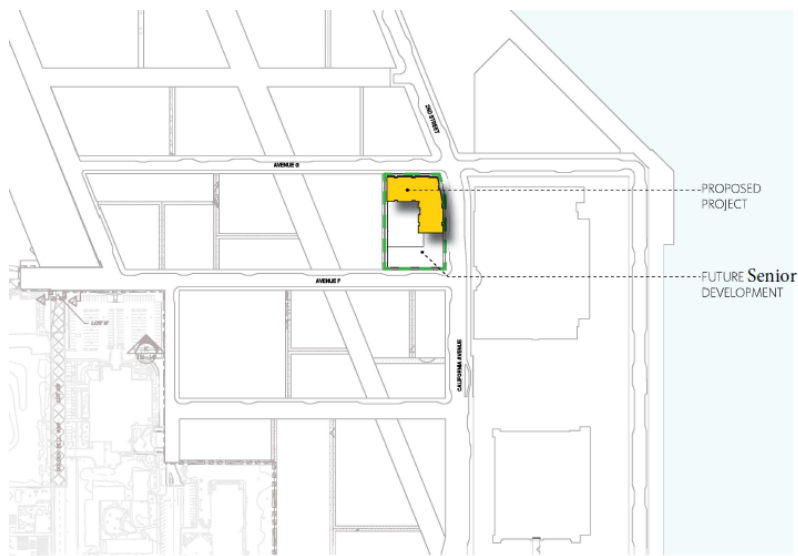
HUD 202 Within the same parcel is our senior building which does not share the same financials, and must use different sources of funding. Assisting my supervisor and team, we were able to obtain a form of section 8 subsidy for seniors 65+ under the HUD 202 application. This building also gave me the opportunity to learn about Tax credit applications and other funding programs. This one parcel has two different programming that require different actions and because of this my understanding of Development Finance Applications grew greatly.

Design and Project Approval Process Competency

Treasure Island Parcel E1.2

This project has allowed me to participate in the architect, consultant, and contractors' selection process. Through this process I was introduced into City and county design standards, practices, and obligations. One building will host a clinic and serve a specific population that requires certain guidelines to be met. The other building will service a whole different population with different needs. This informed us in the selection process and also informed me on how and why we select contractors for certain projects and construction items. After the selection process I attended OAC meetings and shared input.

The uniqueness of this site also informed me of Mercy Housing California standards, which differ from City and County standards. Because of the partnership with SF DPH and different programming in one building there are two different design standards and approvals for each.



TREASURE ISLAND PARCEL E1.2

Figure 5 Treasure Island Parcel E1.2 site map

Loan/Funding Closing Competency

Treasure Island Parcel E1.2

Due to my main projects being in their predevelopment stages there has been little opportunity outside of the BAHIP trainings to practice on construction Loan closing.

1064 Mission

Although, I was able to assist my supervisor with a 8609 placed in service application for TCAC on our 1064 Mission project. I pulled documentation and filled in forms following a checklist for accuracy.



Figure 6 1064 Mission Final rendering and Building

Leadership “Shadowing” Competency

At Mercy, I was able to shadow different project managers as well as organize pod agendas and lead in team meetings. Throughout the internship I also shadowed, meet, interviewed and witnessed in action senior leadership such as Doug Shoemaker (MHC President), Ed Holder (Real Estate Development), and Ramie Dare (Director of Real Estate Development). Throughout the internship I participated in interdepartmental design charettes and participated in statewide policy meetings and all development staff meetings.



Closing Remarks

The BAHIP internship has been a blessing, through my time in the internship I gained professional experience, Real estate knowledge, project management skills, personal life skills, confidence in myself and most importantly lifelong friends. Because of BAHIP I was able to expand my peer networks, gain mentorship and step foot into the world of real estate and affordable housing. Thank you for all the support from everyone in my BAHIP cohort and previous cohorts as well as the BAHIP leadership team. Big thank you to Mercy Housing California who continues to invest and believe in me. Ever since I stepped foot into 1256 Market, I felt welcomed and nurtured in my growth. I will continue to work with Mercy Housing California in developing, vibrant, and healthy communities.

